The Role of Leadership in Shaping Librarians' Job Performance in Academic Settings

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ABSTRACT: The role of librarians within academic institutions has garnered increasing attention due to their important position in facilitating information access and knowledge dissemination. Therefore, the study focused on librarians' leadership style as correlate of job performance among academic librarians in southwest Nigeria. Correlation design was used with population of 84 librarians. A stratified random sampling technique was used to select the respondents. Mean score ($\overline{x}$), standard deviation (SD), and regression was used for data analysis. The findings indicate a high prevalence of laissez-faire leadership style, a weak positive correlation between laissez-faire leadership and job performance, a moderate relationship between instructional leadership and job performance, and a weak positive relationship between servant leadership style and job performance. Suggestions include create a supportive work environment that encourages creativity, recognizes employees' achievements, prioritizing styles that promote accountability, increase productivity, and improve communication channels. Implementing motivating methods to encourage personnel and enhance their output, providing regular training, and prioritizing their well-being will lead to increased job satisfaction and organizational productivity in the long term.

Keywords: academic, correlate, job performance, librarians, leadership style.

ABSTRAK: Peran pustakawan dalam institusi akademik semakin mendapat perhatian karena posisi penting mereka dalam memfasilitasi akses informasi dan penyebaran pengetahuan. Oleh karena itu, penelitian ini berfokus pada gaya kepemimpinan pustakawan sebagai korelasi kinerja kerja di antara pustakawan akademik di barat daya Nigeria. Desain korelasi digunakan dengan populasi 84 pustakawan. Teknik pengambilan sampel acak berstrata digunakan untuk memilih responden. Skor rata-rata (), deviasi standar (SD), dan regresi digunakan untuk analisis data. Temuan menunjukkan tingginya prevalensi gaya kepemimpinan laissez-faire, korelasi positif lemah antara kepemimpinan laissez-faire dan kinerja kerja, hubungan moderat antara kepemimpinan instruksional dan kinerja kerja, serta hubungan positif lemah antara gaya kepemimpinan pelayanan dan kinerja kerja. Saran meliputi menciptakan lingkungan kerja yang mendukung yang mendorong kreativitas, mengakui prestasi karyawan, memprioritaskan gaya yang mempromosikan akuntabilitas, meningkatkan produktivitas, dan meningkatkan saluran komunikasi. Menerapkan metode motivasi untuk mendorong personel dan meningkatkan output mereka, memberikan pelatihan rutin, dan memprioritaskan kesejahteraan mereka akan meningkatkan kepuasan kerja dan produktivitas organisasi dalam jangka panjang.

Kata kunci: akademik, gaya kepemimpinan, kinerja kerja, korelasi, pustakawan.

INTRODUCTION

The leadership role of librarians as leaders within academic institutions has attracted increasing attention due to their important position in facilitating information access and knowledge dissemination. Academic librarians

encompass all professionals and para-professionals working in libraries attached to institutions of learning. Professional librarians have training in the field and at least a bachelor's degree, while para-professionals work in the library without a background in the discipline.

Therefore, as librarians fulfill their responsibilities and put their leadership styles into action, their subordinates can perceive this in their attitude, influencing the actions of the subordinates to work towards high job performance. It is the responsibility of polytechnic librarians to display uplifting leadership style that can guide junior staff towards successful organizational goals. Unfortunately, there are still ill-equipped individuals among these librarians who lack the necessary knowledge and initiative to fulfill the new job description in the libraries. Their leadership style influences the behaviour of their subordinates, making it important for them to display a positive leadership style to help younger staff achieve managerial goals. Effective leadership is crucial for university librarians to optimize job performance and contribute to academic excellence by providing information materials for the institutions.

However, academic librarians face many difficulties that hinder them from achieving the highest level of performance. Viinamäki (2012) notes that these hindrances include leaders overcoming their own faults and the effects of worker withdrawal as well as employee-related issues (Mayowa-Adebara, 2018). Additionally, Morison & McMullan (2013) point out hindrances often encountered by organizations in achieving their goals, such as lack of strategic awareness, lack of objective benefits, lack of focus, and dedication to direction. These hindrances create unique circumstances for leaders to handle (Krizek et al., 2012). Furthermore, leadership style is the main determining factor in achieving employee job satisfaction in every organization. This relates to the way leaders influence the behavior of groups of people being led in order to achieve the organization's desired goals and mission. According to Rahmat et al. (2019), leadership is the ability of a person or leader to influence the behavior of others according to their desires in a particular situation. Leadership style, as a way of leading, varies from person to person and place to place. Different organizations, including libraries, have varying leadership philosophies, and there is no one superior leadership pattern. The impact of leadership on younger librarians is important for achieving organizational goals, as followership is closely linked to leadership style (Mayowa-Adebara, 2018).

Hence, performance can be viewed as the outcome or accomplishment of policies in achieving the organization's stated vision, purpose, goals, and objectives through strategic planning and organization (Morison & McMullan, 2013). Job performance is a crucial matter in any entity, whether it be a business or an institution. In an academic library, job performance cannot be overemphasized; the existence of human resources in an organization is to accomplish tasks for the attainment of set objectives. This can not be achieved if the various components of planning, organizing, coordinating, budgeting, motivating and leadership are taken into consideration (Saka & Salman, 2014). Job performance is an important measure in managing organizational

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performance. Job performance is a noun that is both interesting and important at the same time because of the benefits it holds for individuals and organizations. Job satisfaction is both a pleasant and unpleasant emotional state with which employees perceive their work (Wulan et al., 2024). Wirawa in Napitupulu et al. (2019) defines performance as the output produced by functions or indicators of a job or profession in a certain time. In this case, job performance is the output produced by functions or indicators of a job done in the library in a particular time. Such job assists the library in meeting its objective of supporting its parent organization's goal of teaching, learning, and research.

Importantly, it is worthy of note that the relationship between leadership style and job performance is crucial because the knowledge of this connection and communication between leaders and their subordinates is essential. Ethiopia (2019) states that leadership style has a direct impact on employee and employer relationships, affecting both performance, job satisfaction, and commitment. This explains the extent to which leadership styles adopted in any organization can make or break such organization. Without good leadership skills that encourage output and ideas from others, group output will not be effective. The staff of a library can be seen as the library's drivers since, as an organized institution, its primary objective is to satisfy the information demands of patrons (Segun-Adeniran, 2015).

Prior research regarding librarian leadership styles has been conducted in different parts of the world, including Mwangi (2012) utilization of transformational leadership style in public universities, Bushra et al. (2011) the effect of transformational leadership on employees' job satisfaction and organizational commitment in the banking sector in Pakistan, and Akinyemi & Ifijeh (2013) studying leadership style and job commitment of library personnel in private universities. However, there is a gap in the literature regarding the correlation between librarians' leadership style and job performance. Therefore, this study aims to explore the correlation between librarians' leadership style and job performance in selected academic libraries in Southwest Nigeria.

Objective of the Study

The main objective is to investigate the leadership styles of librarians as they relate to job performance among Southwest academic librarians in Nigeria. Specifically, the study aims to: 1) Explore the leadership styles utilized by librarians in polytechnic libraries in the region; 2) Understand the correlation between the job performance of librarians in polytechnic libraries in the study area and a laissez-faire leadership style; 3) Determine the connection between the effectiveness of librarians' job performance in the studied location and instructional leadership style; 4) Investigate the relationship between librarians' work performance and transformational leadership style in polytechnic libraries; and 5) Establish the correlation between servant leadership style and librarians' job performance in the study region.

Polytechnic Librarians

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Polytechnic libraries play pivotal roles in the sustenance and advancement of the academic activities of their parent institutions. They bridge the gap between the vast information resources available in different disciplines and polytechnics through their services. Academic libraries serve as the fulcrum which the intellectual activities of tertiary institutions hinge on. Tertiary education will be incomplete and largely defective without the existence of academic libraries stocked with relevant information resources and manned by competent professionals (Onaolapo, 2024). Omekwu and Eruvwe (2014), stated that the services rendered in polytechnic libraries keeps widening to include acquisition of books and other media, reference services, serials control, cataloguing and classification and then making them available to information seekers. With the relevant skills and knowledge, arising from staff development, librarians can perform their various jobs and roles, more effectively and at a higher level (Ojowhoh, 2016). Librarians might perform a range of tasks, with one or two librarians and possibly a clerk handling all of the activities of the library. Because of the small size of the staff, a single librarian might combine clerical and professional tasks. In large libraries, the support staffs have taken on many of the tasks previously performed by professionals.

Leadership

Leadership is basically the act of influencing others to direct their determination, abilities and efforts to the achievement of a leader's goal (Larasati, 2023). It is the process of influencing an employee and or group effort to the optimum achievement of the organisational goals and objectives (Ndlovu, et al., (2018). Libraries as hubs of information and knowledge need to possess a high degree of effectiveness and efficiency in the process of carrying out their services which centres on meeting the diverse information needs of library users (Adeniran & Chidi, 2015). It is as a result of the expected level of effectiveness and efficiency that the issue of leadership in libraries in libraries cannot be downplayed. Hartinah, et al., (2019) leadership is a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent. Effective leadership is crucial for fostering creativity, enhancing organizational performance, and creating a conducive work environment that supports innovation (Sanda & Arthur, 2017) without resulting to the use of power tactics. Leadership can also be manifested by people with different functions, roles or authorities in a variety of contexts (Bass and Bass, 2008). Business Dictionary (2016) explained leadership as a team that involves out ling a definite vision, selling the vision to team members, and equipping or furnishing the team members with information, knowledge, skills and methods to actualize the vision. Since leadership is needed to move an organisation forward amidst a changing, competitive landscape by envisioning, motivating, organising, managing, and leading employees to higher performance a good leadership is required for organisational and team performance.

 The level of effectiveness of a leader can be measured by the value of output employed by the leader. Hence leadership styles as predictors to leadership effectiveness are one of the factors that play significant role in enhancing or

retarding the interest and commitment of the individuals in the organization (Paudel, 2020). leadership styles are important for effectiveness of service and directors should possess leadership styles to appropriately lead and manage their departments noted Jamal, (2014). The style of leadership of a leader is therefore concerned with the initiation, organization and direction of the actions of the members of a group in a specific situation towards achieving the goals of the group (Budiman, 2018), hence, a strong leadership style will generate a positive effect on performance. The leadership style is therefore demonstrated in the leader's activities, which make him to be recognized as a leader of the group. Turyahikayo (2023) identified three styles of leadership namely authoritarian, democratic and laissez-fair. There are a number of leadership styles that are being practised in different organisations today which include Autocratic leadership Style, Democratic leadership Style, Laissez-affaire leadership Style, Instructional Leadership Style, Transactional Leadership Style, Transformational Leadership Style and Servant Leadership Style (Paudel, 2020).

Autocratic Leadership Style

Authoritarian also known as autocratic, is a leadership style in which one dictates and controls all tasks and group decisions. when faced with decision making, an authoritarian leader may display some characteristics as: Taking full authority and responsibility for task completion; Maintaining high structure: Efficiency; Discipline; Commanding operations through directives; and Seeking little input from subordinates. Autocracy implies a high degree of control by the leaders without much freedom or participation of members in group decisions Choi (2007). In addition, autocratic leaders are very specific in what actions and interactions are permissible, while authoritarian leaders are strict and tend to exhibit a 'my way or the high way' attitude, exemplary productivity often requires their continuous monitoring presence (Mi, et al., 2023). Nevertheless, this style is very common in many work environments today.

Though authoritarian leadership is prevalent in many work environments, however, it is not a leadership style typically observed in the educational profession. Not surprisingly, as autocratic leaders do not seek input from their employees, low morale is often associated with this leadership style. Autocratic leaders tend to alienate their staff and diminish the employee feeling of involvement. When the staff feels alienated, morale and productivity suffer (Root, 2016).

Laissez-Faire Leadership Style

Laissez-faire leadership style is a form of leadership where there is little or no control directed to subordinates from their superiors. This kind of leadership can be practiced effectively in libraries where a reasonably high level of productivity is shown by the library staff (Adekoya, 2020). It is a leadership style apt for individuals that can be productive with little or no supervision (Zhang, Yin & Su, 2024). Laissez-faire leadership is much more relaxed and is based on a leader's confidence in others' abilities. Unsurprisingly, laissez-faire leadership has been linked to high morale, as

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leaders take a very hands-off approach and leave much of the decision-making processes up to subordinates. laissez-faire leaders often maintain the attitude of "do what you want as long as you get the job done right (Gill, 2015). These leaders believe the key to success stems from building a strong team; once the foundation of team players has been well established, Thanh & Quang, (2022) the leader can step aside and let success blossom while things fall into place. Though, laissez-faire leadership is clearly not the best choice for every organization, some places of work flourish under this leadership style.

Instructional Leadership style

Instructional leaders play a crucial role in equipping academic staff with the essential materials and facilities required for effective teaching and learning processes (Alonso, 2023). They actively support teaching and learning by modelling desired behaviours and actively participating in professional learning (Pınarcıkoğlu, 2023). Coun, et al, (2023) noted the ability of the category of leadership to communicate effectively is another trait instructional leader possess; these leaders promote a positive school climate and boost morale by ensuring their presence is visible throughout the school and in classrooms always.

> It is learning-focused, learning for both students and adults, and learning which is measured by improvement in instruction and in the quality of student learning; must reside with a team of leaders for which the principal serves; addresses the cultural, linguistic, socioeconomic and learning diversity in the school community; focuses on the effective management of resources and of people recruiting, hiring, developing, evaluating particularly in changing environments (Centre for Educational Leadership, 2015 pp. 102).

Transformational Leadership Style

Transformational leader leads their employee with inspiration and motivation having specific vision in their minds brings positive and valuable changes in employees (Cheng, Kunlin & Ting, 2023). Transformational leader focuses on "transforming" their subordinates to look out for each other, to help each other, to encourage and be harmonious, to pay attention to organization as a whole. Transformation leaders make use of different ways to encourage their leaders to achieve organizational goals. To Peng, et al. (2020), transformational leaders are effective in cultivating positive attitudes and diminishing negative attitudes towards organizational change through an inspiring vision, encouraging new perspectives, and considering individual employee needs. They increase expectations for their employees through intense motivation; thus, achievement of extraordinary results is the norm. Transformational leaders are highly influential in motivating others to work for the good of the group, and they are extremely effective at convincing their subordinates to adopt a team vision.

Additionally, transformational leaders possess characteristics including empathy, integrity, and honesty Raza (2011). Under transformational leadership, individual contributions and performance beyond expectations are

celebrated frequently. According to Raza (2011) those working for transformational leaders often exhibit increased levels of morale and are highly motivated. Transformational leadership style focuses on the development of followers and their needs (Ausat, et al., 2024). Managers exercising transformational leadership style focus on the development of value system of employees, their motivational level and moralities with the development of their skills. Cherry (2015) however outlined four components of transformational leadership such as individualized stimulation, individualized consideration; inspirational motivation and idealized influence.

Servant Leadership Style

Servant leadership is a philosophy and set of practices that enriches the lives of individuals, builds better organizations, and ultimately creates a more just and caring world. Servant leaders consider the needs of others first and they have a compelling sense of compassion for humanity. Effective administrators commit themselves to serving, caring for, and protecting their schools and their stakeholders (Purvis Lively, 2021). Servant leadership is a highly successful leadership style for school leaders (Schwantes, 2016)

Likewise, critical skills of servant leaders include being an effective listener, understanding the personal needs of others, and healing wounds caused by conflict within the organization. With the varieties of leadership styles, administrators are able to choose which style best matches their personalities, all educational leaders are required to uphold the Professional Standards for Educational Leaders. Zhang, Yin & Su (2024) recommended servant leadership as a powerful governance principle, especially for a nation facing a severe challenge of corruption emphasizing that everybody in the nation's value chain has the potential to be a servant leader.

Servant leadership emphasizes collaboration, trust, empathy, patriotism, love, patience and kindness. A servant leader is a concerned leader who is constantly making the conscious decision to lead in order to serve others better (Schwarz, et al., (2016). Rather than being driven by self-interests, servant leadership is driven by the desire to improve the lots of people. He endeavours to enhance the growth of individuals in the organisation and increase team work and personal involvement (Saleem, et al., 2020). Additionally, Nauman, et al., (2023) enumerated the characteristics of servant leadership to include listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of others and building community. The University Library as a formal organisation is made up of the management team and staff; it also has various objectives and policies underlining its establishment and operations; the achievement of these objectives is a function of various factors including the leadership style being implemented. Democratic and transformational leadership styles which involve an open and regular means of communication between the leaders and their subordinates bring about better output and higher productivity. Employees in the library will make noticeable contributions to the attainment of corporate goals when the leader

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communicates with the staff regularly on personal and not just official issues. It is however important to note that the democratic and transformational leadership styles may be suitable for libraries where the subordinates have proved to be responsible enough to work under less strict supervision; but if otherwise is the case, the autocratic leadership style maybe implemented by the leader to achieve results.

Despite all these, it is however important that the university library has the right kind of leaders to bring about productivity, for the library to remain a value adding entity. Germano (2010) noted that 'the library's leadership must manage change (especially in this era of digitization), develop employees' inherent skills and provoke customer commitment'. The nature of the institution could also be a determining factor of the kind of leadership style to be employed in order to heighten productivity. Employees in public owned university libraries tend to be less productive when the autocratic leadership style is not employed by the leaders (Awan, Mahmood and Idrees, 2014). This could be attributed to the fact that the workload may not be as demanding as libraries that are privately owned. Besides the degree of workload as a factor for determining the level of productivity, the expectations and attitude of the management team in such publicly owned libraries may be quite low (Stokić, et al, 2019) that is, the leaders may not demand so much result from their employees unlike in privately owned libraries where the entrepreneur want to get the best value for remunerations paid his staff (Oghenetega, Ejedafiru and Rabiu, 2014). Situational leadership style varies according to the situation in the moment. The action of the leader depends on situational factors. Sharma and Kulshreshtha, (2021) emphasize that the relationship between the leader and the followers affect the leader's behaviour as well as follower's behaviour.

The Path-Goal Leadership Theory by Georgopoulos, Mahoney, and Jones

The theoretical framework introduces and describes the theory that explains why the research problem under study exists. It begins with the idea that individuals in the work situation share common goals, the achievement of which would satisfy corresponding needs. Behavior is seen as a result of rational decision-making focused on achieving these goals. The theory is based on the assumption that individual productivity is, in part, a function of motivation to produce at a certain level, which depends on the individual's needs and goals.

The Path-Goal theory posits that effective leaders clarify the path to help their followers' progress towards achieving work goals. Leaders aim to remove obstacles in the followers' paths to make their journey easier. The essence of the Path-Goal theory is that leaders should provide followers with the necessary information, support, and resources to achieve their goals. This theory identifies four types of leadership behavior: directive, supportive, participative, and achievement-oriented. Unlike Fiedler, who assumes a fixed leadership style, House's theory suggests that leaders should be flexible and adapt their behaviors based on the situation.

The leadership styles mentioned in the path-goal theory are contingent upon two factors: employee characteristics and environmental factors. Environmental

factors include task structure, formal authority systems, and work groups, while employee characteristics include focus of control, experience, and perceived ability.

The two situational factors are personal characteristics, such as needs, abilities, and traits, and environmental factors, such as task structure, interpersonal relations within the group, and the formal authority system of the organization. These variables are outside the control of the subordinate but are important for satisfaction and effective performance. For example, a subordinate with a high affiliation need will require supportive leadership to help them achieve their goals. Someone with a high need for self-actualization or achievement, on the other hand, will be better served by achievement-oriented leadership. An ambiguous job would require directive leadership, but once the job is understood, participatory or supportive leadership may be more appropriate.

In the context of a university library, the personal characteristics of the professionals, para-professionals, and support staff, who are the main subordinates, would focus on their knowledge of their respective roles, the regularity of salary payments, and the leadership influence of their librarians. Another set of situational factors related to the library would include the ease of procuring material resources, the rigidity or flexibility of authority, among other factors.

Review of Related Empirical Studies

This section focuses on a review of empirical studies conducted by various scholars in the field of leadership styles and job performance, as well as the theoretical framework.

Anyaobi et al. (n.d.) conducted a survey to explore leadership-related variables that influence the job performance of staff in the libraries of Delta State Polytechnics, Nigeria. The instrument used for data collection was a questionnaire, and the study population consisted of all librarians in Delta State, including professionals, para-professionals, and non-professionals. Their findings showed that librarians in the three polytechnic libraries with democratic leadership styles had a more positive impact on job performance. The study identified communication patterns, work schedules, and rewards as some of the leadership-related factors or traits that were observed to affect library employees' performance.

Akinyemi & Ifijeh (2013) investigated leadership style and job commitment among library personnel in universities, focusing on private university libraries in Southwest Nigeria. The study found that the job commitment level of employees in the selected libraries was above average and that there were significant variations in job commitment among employees of the selected libraries. This supports the findings of Shah et al. (2020) that the level of job commitment among employees varies from one organization to another. This study is relevant to the present research on leadership style and job commitment among librarians, and the findings and recommendations from this work will be beneficial to the current study. Akinyemi & Ifijeh (2013), quoting

highlight the attributes of a good leader, which include setting the vision, listening, understanding, motivating, reinforcing, and making tough decisions. A leader should give praise when things go well and take responsibility when things fall apart.

Obasan Kehinde & Hassan Banjo (2014) conducted a study on the impact of leadership styles on employee performance within the Department of Petroleum Resources. Their study suggested that a 'transformational leadership style' can bring effective results in organizations. This style motivates employees to exceed expectations, appeals to higher-order needs and moral values, generates passion and commitment towards the organization's mission and values, instills pride and faith in followers, communicates personal respect, stimulates subordinates intellectually, facilitates creative thinking, and inspires followers to willingly accept challenging goals and the organization's mission and objectives for the future. They recommend that a transformational leadership style is suitable for organizations looking to successfully compete and mentor future managers.

Leadership has received significant attention from both academia and practitioners in recent decades as a determining factor in employee behavior and performance (Tang et al., 2022). The relationship between job performance and leadership style has been a focus of scholarly research, with leader and their leadership styles being one of the most studied topics in recent history. Jogulu (2010) notes that while many researchers have studied leadership styles, no specific style has been identified as universally suitable. However, Chan advises that it is crucial for leaders to know when to use a particular approach. By utilizing appropriate leadership styles, leaders can impact employee job satisfaction, commitment, productivity, and ultimately, the organization's performance through its employees. Yukl, as summarized by Behrendt et al. (2017), explains that leadership is commonly understood as a process of using influence and motivation to encourage participation in achieving group goals.

METHODOLOGY

Research methodology is the systematic framework that guides in planning, conducting, and analyzing the study, encompasses the strategies and techniques used to collect and analyze data, ensuring that the research is valid, reliable, and relevant to the research questions being addressed. This study utilized a correlation survey design. Leedy & Ormrod (2010), correlation research is concerned with establishing relationships between two or more variables in the same population or between the same variables in two populations. It is considered to be most suitable for this kind of study because it allows analysis of relationships among a number of variables in the study according to Nworgu (2015). The choice of this research design for the study is informed by the fact that this study is concerned primarily with the extent of existing relationship between the independent (leadership style) and dependent (job performance) variables being studied. The population consisted of eighty-four (84) professional librarians, they included library personnel who acquired certificate (MSC, MLS/PhD in Librarianship). They are information managers whose roles include

provision of information resources and services to support teaching, learning and research in the university. Eighty-four (84) questionnaires were distributed across seven (7) institutions, please refer to the appendix on page 17 for further details on the population. Purposive sampling technique was used to select the institutions which include Federal University of Health Sciences, Ila Orangun, Olusegun Agagu University of Science and Technology, Okitipupa, Adeyemi College of Education, Ondo, Federal University of Agriculture, Abeokuta, Osun State College of Education, Ilesa, Federal College of Education Oyo, Special and Federal University, Oye-Ekiti (FUOYE) because the researcher based on personal experience with most of the colleges is interested in understanding the leadership styles adopted in the libraries. Also, the need to assess the state of leadership styles among colleges of education within some different states in Nigeria lead to the choice of the area. The criteria used for selecting the institutions include that the researcher interest lies in carrying out study across each of the college of education in state under study. The questionnaire was distributed to the respondents using convenient technique and achieved a 100% return rate. Convenient techniques allow the researcher to distribute the instrument to librarians in their offices and collect on spot to ensure guide complete retrieval from respondents. The study employed mean score ($\bar{x}$), standard deviation (SD) for research question one to ascertain the leadership styles adopted, and regression data analysis for question two to five to ascertain the existing relationship between the variables.

RESULT AND DISCUSSION

Results

What is the possible leadership styles adopted in the libraries?

Table 1. Standard Deviation and Mean of the possible leaderships' styles adopted by librarians

S/N	Leadership Styles	N	$\bar{x}$	S. D	Remark	Rank
1.	Laissez-faire	84	3.27	0.96	HE	1st
3.	Transactional	84	3.16	0.83	HE	2nd
6.	Transformational	84	2.49	0.77	LE	3rd
7.	Servant	84	1.66	0.79	LE	4th
Overall		**84**	**2.75**	**0.49**	HE	

Key: N= Number, $\bar{x}$= Mean, S.D = Standard Deviation

In light of the research question regarding the leadership styles adopted by librarians in academic libraries under study, the aim is to determine if these styles have an impact on librarians' job performance.

Table 1 focuses on the leadership philosophies chosen by librarians in polytechnic libraries. Librarians in the academic libraries under study have adopted leadership styles such as laissez-faire (M = 3.27, SD = 0.96), transactional (M = 3.16, SD = 0.83), and instructional transactional leadership styles (M = 3.16, SD = 0.79). Since the overall cluster mean rating was 2.75 and above, with 2.50 being the threshold for approving an item based on the cluster

mean, the most accepted leadership style is laissez-faire, followed by democratic and transactional. It is therefore imperative for librarians in academic libraries under study to adopt the necessary leadership styles. The standard deviation of the leadership styles adopted, 0.49, indicates that responses were consistent in their responses.

What is the relationship between the work performance of librarians in the area under study and the laissez-faire leadership style?

Table 2. Laissez-faire Leadership style and academic library librarians' job performance in relation to each other

	$\bar{x}$	SD	N	R	R^2
Laissez-faire Leadership style	2.59	0.96	84	0.31	0.09
Librarians' Job Performance	3.27	0.61			

R^2 = coefficient of determination

Based on the research question regarding the relationship between librarians' work performance and laissez-faire leadership style in polytechnic libraries, librarians were asked to indicate their agreement on this connection.

Table 2 shows the correlation between librarians' work performance and laissez-faire leadership style in academic libraries. The correlation coefficient between the two variables is 0.31. This indicates that there is no strong positive correlation between librarians' work performance and laissez-faire leadership style in polytechnic libraries. The coefficient of determination, which is 0.09, suggests that laissez-faire leadership style explains 9% of librarians' job performance.

What is the connection linking transformational leadership regarding the work performance of librarians in the academic libraries under investigation?

Table 3. Examination of Pearson's Product Moment Correlation

	$\bar{x}$	SD	N	R	R^2
Instructional Leadership style	2.61	0.79	84	0.45	0.21
Librarians' Job Performance	2.90	0.55			

R^2 = coefficient of determination

In line with the research question above regarding the relationship between academic libraries' librarians' work performance and their instructional leadership style, librarians were asked to indicate their agreement on the connection between instructional leadership style and job performance.

Results, as indicated by the correlation coefficient between the job performance of instructional leaders and academic libraries, are displayed in Table 3. In polytechnic libraries, there is a correlation coefficient of 0.45 between the effectiveness of librarians' work and their instructional leadership style, indicating a moderate relationship between the two in the libraries. The coefficient of determination is 0.21 and the correlation coefficient is 0.45,

meaning that 21% of librarians' job performance can be attributed to their instructional leadership style.

What is the connection linking transformational leadership style and librarians' job performance in academic libraries in the area under study?

Table 4. Pearson's Product Correlation for the relationship between the job performance of librarians and transformational leadership style

	$\bar{x}$	SD	N	R	R^2
Transformational Leadership style	2.49	0.49	84	0.43	0.18
Librarians' Job Performance	3.00	0.77			

R^2 = coefficient of determination

In view of the above, to the librarian ticked to ascertain the connection linking Transformational Leadership style and librarians' job performance in academic libraries under study.

The study's findings, which are displayed in Table 4, demonstrate the correlation coefficient between librarians' transformational leadership style and their work performance in polytechnic libraries. The findings indicate that there exists a 0.43 correlation coefficient link the effectiveness of librarians' work and the transformational leadership style at polytechnic libraries. This indicates that the work performance of librarians at polytechnic libraries and transformational leadership style have a somewhat good link. The correlation coefficient of 0.43 is correlated with a coefficient of determination of 0.18. This implies that 18% of librarians' job performance is accounted for by Transformational Leadership style.

What is the connection linking servant leadership style and librarians' job performance in academic libraries in the area under study?

Table 5. Result of Pearson's Product Moment Correlation examining the connection between the job performance of librarians in Southwest Nigerian academic libraries and their servant leadership style

	$\bar{x}$	SD	N	R	R^2
Servant Leadership style	1.66	0.79	84	0.22	0.05
Librarians' Job Performance	2.85	0.50			

R^2 = coefficient of determination

Research question five aimed to investigate the relationship between servant leadership style and the work performance of librarians in academic libraries. The findings, presented in Table 5, reveal a correlation coefficient that indicates a weakly positive link between servant leadership and job performance. This suggests that librarians in academic libraries who exhibit servant leadership tend to have better work performance. With a correlation coefficient of 0.22 and a coefficient of determination of 0.05, it can be inferred that servant leadership contributes 5% to librarians' job performance.

Summary of Major Findings

The study's findings highlight the importance of adopting appropriate leadership styles in academic libraries to enhance librarians' job performance. It was observed that the laissez-faire leadership style is commonly practiced in the libraries under study; however, its influence on job performance is relatively low, suggesting that this style does not significantly enhance librarians' work output. In contrast, the study found that the Instructional Leadership style significantly impacts librarians' work performance, demonstrating its effectiveness in improving their output. Furthermore, the regression analysis revealed a moderate positive correlation between transformational leadership style and work output, indicating that this leadership approach can also positively influence librarians' performance. Overall, the study emphasizes the need for academic library leaders to consider these findings when choosing leadership styles to maximize librarians' productivity and effectiveness.

Discussion

The findings indicate that leadership styles are adopted by librarians in academic libraries in Southwest Nigeria. The results depicted that the laissez-faire and transactional leadership styles were strongly accepted as styles that librarians adopt in academic libraries. This finding corroborates the opinion of Daley (2017), who suggested that employees' opinions of strategic planning are positively connected with high levels of job satisfaction, including supervisory communication. Also, Varghese in Baro et al. (2014) submitted that managers' use of a participative management style and employees' perceptions of participative strategic planning with supervisory communication are positively associated with high levels of job satisfaction.

The findings indicate a low positive relationship between laissez-faire leadership and librarians' job performance; with low influence of laissez-faire on librarians' job performance. This align with Quadri et al. (2023), who affirm that the laissez-faire leadership style has very little impact on the job performance of academic libraries. In same vein, Okpokwasili & Kalu (2021) affirms that laissez-faire leadership style has a negative impact on subordinates' job performance due to its impact on employees' productivity.

Finding revealed that librarians' job performance is accounted for by instructional leadership style with a correlation coefficient of 0.45 and a coefficient of determination of 0.21. In support of these findings, Rew (2013) believes that goals and supervision have a statistically significant impact on job performance, and one instructional leadership practice significantly moderates between teacher collaboration and job performance.

The study found a moderate positive relationship between transformational leadership style and librarians' job performance. This suggests that transformational leaders focus on transforming their subordinates to support each other, promote harmony, and prioritize the organization as a whole. Building on these findings, Quadri et al. (2023) have shown that transformational leadership not only directly influences employees' perceptions of organizational reputation but also indirectly empowers employees. Similarly,

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Okpokwasili & Kalu (2021) recommend that heads of academic libraries embrace the transformational leadership style due to its positive outcomes.

This study has several implications for libraries/librarians and library managements as follows: 1) To effectively support teaching, learning and research in the academic environment where they library has been established to serve, it is important adopt an effective library style; 2) Academic library leadership can benefit from a better understanding of how a leader's approach impacts their subordinates' performance. By recognizing what enhances librarians' job performance, library management can prioritize these factors to motivate their staff effectively. This knowledge can guide leaders in choosing the right leadership style to improve performance and increase user satisfaction; 3) Library leaders should not only adopt a mix of different leadership style for effective coordination of duties; 4) Library management with instructional leadership style is bound to be more productive in the job; 5) Adoption of transformational style will assist library management to focus on transforming their subordinates to support each other, promote harmony, and prioritize the organization as a whole more effectively.

CONCLUSION

The study investigated the relationship between the work performance of librarians and leadership styles in polytechnic libraries in Southwest Nigeria. The results indicated that academic libraries predominantly utilize laissez-faire, transactional, autocratic, and instructional leadership styles, with transformational and servant styles being less common.

The study identified a positive correlation between transactional, transformational, laissez-faire, and servant leadership styles and librarians' job performance, suggesting a significant influence of these styles on job effectiveness. However, there was a weaker positive correlation between transformational, instructional, laissez-faire leadership styles, and job effectiveness, indicating a less significant impact on librarians' performance. Interestingly, the study found that servant leadership style had no significant impact on librarians' effectiveness in Southwest Nigeria polytechnic libraries. Additionally, most job indices were found to have a high influence on librarians' job performance, except for the digitization of library resources.

Based on these findings, it is recommended that polytechnic librarians adopt leadership styles that promote accountability among staff, leading to increased effectiveness, competitiveness, and productivity. Management should create a supportive work environment that encourages creativity, recognizes employees' achievements, and boosts morale. Implementing these recommendations could enhance the relationship between employees' job performance and leadership styles, ultimately contributing to the achievement of organizational goals.

Overall, the study's conclusions suggest that librarians in academic libraries in Southwest Nigeria perform at a high level on job performance metrics. This implies that librarians carry out their duties professionally,

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diligently, and with a strong commitment to meeting users' information needs yielding high job performance.

Suggestion for further study

Based on the study's findings, several suggestions for further research were proposed. First, future research should be conducted on similar topics in Southeast Nigeria to explore potential regional differences in leadership styles and their effects on librarians' job performance. Additionally, since the current study utilized questionnaires as the primary data collection instrument, it is recommended that future studies consider employing a variety of data collection methods, such as interviews or focus groups. This approach would provide a more comprehensive understanding of the state of leadership styles in colleges of education in Southwest Nigeria, offering a more holistic view of how different leadership styles impact librarians' performance in academic settings.

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